



WHERE HOPE AND HISTORY RHYME:
REFLECTIONS AND FINDINGS FROM
THE MID SOUTH COMMISSION TO BUILD PHILANTHROPY

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*"History says, Don't hope
on this side of the grave.
But then once in a lifetime,
the longed for tidal wave of
justice can rise up, and
hope and history rhyme."*

Seamus Heaney

WE OFFER THIS REPORT TO THE LEADERS OF THE MID SOUTH

because we love our region and care deeply about its future. We celebrate the tenacity and creativity of the people who make Arkansas, Louisiana, and Mississippi their home, and we are grateful for the strong sense of community and caring that binds us together.

We love our region, but we are not blind to its challenges. We know that far too many of our children grow up in poverty and that our rural areas struggle to maintain viable economies in this age of globalization. We are confident that the region's people possess the vision and talent to make ours a region where all people can prosper. At the same time, it compromises our collective well-being when we are reluctant to work together across county/parish and state lines, to create inclusive decision-making processes, and to make sufficient public and private investments in institutions that promote opportunity for all citizens.

We Believe:

- 3 The realization of racial, social, and economic equity in the Mid South requires the sustained investment of resources and leadership from the region's philanthropic and nonprofit sectors.
- 3 The pervasive and persistent poverty that besets much of the Mid South diminishes the quality of life of ALL of us – not just those who are disconnected from economic opportunity.
- 3 All people who grow up in and live in the Mid South should have opportunities for full participation in the economy and society, regardless of race, gender, income level, or geographic locale.
- 3 The pursuit of racial, social, and economic equity requires that all citizens have opportunity, access, knowledge, and skills to inform decision-making about the future of the region and to influence the allocation of public resources.
- 3 The people and communities of the Mid South must build on the region's significant strengths and resources as we work to build a just and inclusive region, rather than looking to the outside for quick solutions or continued subsidy.
- 3 Leadership from all parts of the Mid South – rich and poor; rural and urban; white, black, and Hispanic; male and female – must be identified, equipped, and prepared to build a more prosperous and just region.
- 3 Building the assets of the region's people and communities is the base for long-term, lasting improvement of the region.

We assert that the time has come for the leaders of the region to transform our potential and promise into reality. Indeed, the time has come for people of courage and vision to take strategic, responsible, and sustained action and to make racial, social, and economic equity the hallmark of the New Mid South.

If the Mid South hopes to be a place where a child's future is not limited by race, gender, or geography, **we must take action now**. To wait another day is to do a disservice – to ourselves, our communities, and the people of the region who call the Mid South their home.

THE MID SOUTH COMMISSION TO BUILD PHILANTHROPY


DEVELOPING COMMUNITY WEALTH, PROMOTING RACIAL AND SOCIAL EQUITY

The Commission served from January 2003 until December 2004.

ARKANSAS COMMISSIONERS

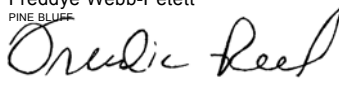

Pat Cooper
BELLA VISTA

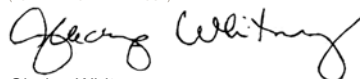

Pat Lile
LITTLE ROCK



Don Munro
HOT SPRINGS



Andre Stephens
FORREST CITY


Freddye Webb-Petett
PINE BLUFF


Trudie Kibbe Reed
DAYTONA BEACH, FL
(FORMERLY OF LITTLE ROCK)



Gladys Whitney
LITTLE ROCK

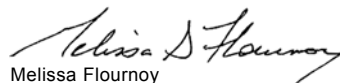

Renee Wilburn
MARIANNA

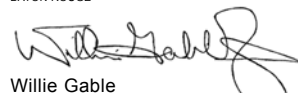



Michael Wilson
WILSON

LOUISIANA COMMISSIONERS

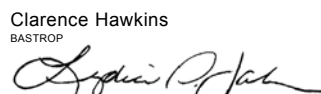

Lorna Bedrg
NEW IBERIA

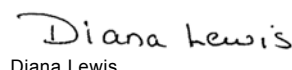

Melissa Flournoy
BATON ROUGE

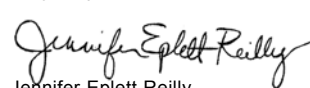

Willie Gable
NEW ORLEANS


Frank Gallaher
DESTIN, FL
(FORMERLY OF NEW ORLEANS)

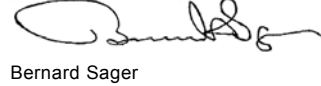

Clarence Hawkins
BASTROP


Lydia Jackson
SHREVEPORT

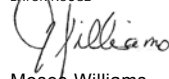

Diana Lewis
NEW ORLEANS


Jennifer Eplett Reilly
BATON ROUGE


Antonio Robinson
ATLANTA, GA
(FORMERLY OF BATON ROUGE)

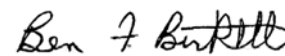

Bernard Sager
MONROE

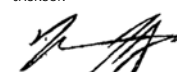

Ashley Shelton
BATON ROUGE



Moses Williams
TALLULAH


MISSISSIPPI COMMISSIONERS


Carl Brown (DECEASED)
DARLING



Ben Burkett
JACKSON



William Bynum
JACKSON



L.C. Dorsey
JACKSON

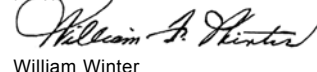

Denise Ellis
JACKSON

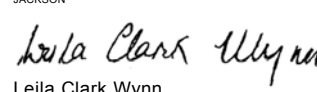

Beverly Wade Hogan
JACKSON


Ted Kendall
BOLTON


Victor McTeer
GREENVILLE


George Penick
JACKSON


William Winter
JACKSON


Leila Clark Wynn
GREENVILLE

The Commission dedicates this report to the late Reverend Carl Brown.

A friend, a hero, and a champion for those in need. We hope his memory and his passion for a just and equitable Mid South will continue to burn as brightly as the light that shone from his soul.

THE MID SOUTH COMMISSION TO BUILD PHILANTHROPY: WHO WE ARE

Almost two years ago, we – the members of the Mid South Commission to Build Philanthropy – came together for our first meeting in Baton Rouge, Louisiana. Although many of us – perhaps all of us – were uncertain about what the outcomes of our work would be and about whether or not our voices and perspectives would be heard and respected by our fellow commissioners, we were cautiously optimistic, hopeful that this effort to address the inequities in our region might be different than others that have had only negligible impact in improving the quality of life for all Mid Southerners. As we sat together that first day, we recognized that for the Commission to realize its full potential we needed to be willing to “roll up our sleeves and stay with the work” when conversations became uncomfortable and when misunderstanding and frustration replaced the initial sense of hopefulness characteristic of new endeavors and fresh starts.

Our purpose in coming together that day in January 2003 was to consider the question “How can the region’s citizens, its philanthropic organizations, and the Foundation for the Mid South (FMS) develop community wealth and promote racial and social equity in Arkansas, Louisiana, and Mississippi?” In signing on as Commission members, we agreed to be visionaries, strategists, ambassadors for philanthropy, and advocates for equity. None of us has taken this task lightly.

With the generous support of the Ford Foundation, we worked together for eighteen months, meeting six times as a whole Commission. Through our participation in these meetings and regular subcommittee teleconferences – as well as travel to Chicago, Brazil, and South Africa – we gained insights into how communities in our country and around the globe tap into local assets and resources to promote sustainable economic and community development. We gained deeper appreciation for how philanthropy can be a powerful tool in unleashing human potential and creativity, and we were introduced to the concept of community philanthropy – a concept we believe has great significance and relevance for the future of philanthropy in the Mid South. We also came to realize the urgency of increasing the pool of philanthropic dollars that can be used to promote racial, social, and economic equity in our region.



Teachers in Chicago work after school in the Reading in Motion program using art and drama to give children the extra help they need in reading and writing.

Sparrows School in Johannesburg, South Africa, provides job training and prepares students for careers in carpentry, food service, and cosmetology.



As we traveled in both Brazil and South Africa, we witnessed the forces of globalization at work. After a visit to APAEB – a sustainable economic development effort in rural Brazil that generates over \$4 million in revenue from its sisal factory, goat skin and milk production, community grocery store, and membership fees – one commissioner remarked, “The rules of the game have changed forever. If the Mid South hopes to compete in the global market place, we must be smart about working together and becoming more entrepreneurial.” We agree that the time has come for the region to adapt and to share resources, and we believe that philanthropy has an important role to play in making this possible. Similarly, we believe that the time has come for philanthropy in the Mid South to focus its considerable resources and commit itself to tackling the entrenched, seemingly intractable challenges that compromise our collective well-being and leave far too many of our region's citizens – white, black, and Hispanic – in poverty and disconnected from opportunity.



▲ **Workers** separate processed sisal that will later be used for products ranging from pen holders to hats.

◀ **Floor covering** is one of the most popular and well-known uses for sisal.

APAEB in Valente, Brazil is an association of rural sisal (plant fiber) pickers who have developed a multifaceted community-based strategy for the economic benefit of a rural community.

This report is the result of our work together. We are bound and determined that it be not just another report collecting dust on bookshelves across the region. “Where Hope and History Rhyme” is not meant to be a resting place, but rather a springboard for responsible action. Responsible action – grounded in accurate analysis of the region’s challenges and resources, informed and sustained by candid and thoughtful conversations among the region’s diverse citizenry, and marked by authentic sharing of power and responsibility among the region’s traditional powerbrokers and local citizens – is the order of the day.

OUR JOURNEY OF DISCOVERY: FINDING COMMON GROUND

The task of bringing diverse people together to envision a new future for the region and for philanthropy in the region was – by our own admission – a daunting one. We, the thirty-two members of the Commission, represent the diversity of the region’s citizenry. We are black and white, women and men, clergy, corporate leaders, nonprofit executives, and community activists. We live in rural communities and urban centers. Some of us have lived in the region for over sixty years; others are relative newcomers. With few exceptions, we knew each other only by reputation (*if we knew each other at all*), and we had little reason to trust the strangers with whom we shared Commission membership.

But a question posed to us on our first evening together challenged members of the Commission to focus not on what separates and divides us, but rather on what we hold in common. “Imagine if you had unlimited resources to apply to the challenge of promoting racial and social justice,” the question began. “How would you invest them?” The investment strategies we proposed that night included

- ▶ buying a bank to increase access to financial capital for all citizens;
- ▶ ensuring that every child benefits from a decent education; and
- ▶ developing a set of core values and practices to shape economic development in the region.

As commissioners spoke about our hopes and aspirations for the region and its people, we talked openly about the critical need for developing a vision of community and of the Mid South that includes racial, social, and economic equity as a central, organizing principle. “The region has been visionless since Reconstruction,” one commissioner noted. “Black folks need to know where they are going,” he remarked, “and so do white folks.” We agreed that evening that a new vision was needed so that we all know where we are going – an inclusive, unifying vision that reflects our commitment to racial, social, and economic equity and expresses what we hold in common as well as what we aspire to be.

MAKING EQUITY REAL: A VISION FOR THE NEW MID SOUTH

In setting out to develop a vision for the New Mid South, we began to “put a face” on equity, concerned less with developing a concise definition of the word that appeals to scholars and wordsmiths and more with enlarging our collective imagination of what is possible. While our individual visions of what equity would look like varied, common points emerged that focused on **eliminating poverty** and **creating the conditions** for all people to participate fully in the economic, social, cultural, and political life of the region.

IN THE NEW MID SOUTH, THE MID SOUTH WHERE WE WANT TO LIVE AND HAVE OUR CHILDREN AND GRANDCHILDREN LIVE,

- 3 disparities in public education disappear, and all children have access to high-quality public education;
- 3 all people – regardless of race, gender, or geography – have access to capital, enabling them to build assets and pursue opportunity;
- 3 public policies support the creation and preservation of wealth for all people, including low-wealth and low-income populations;
- 3 full civic participation is a cornerstone of an equitable society, with all citizens voting in elections, diverse officeholders allocating resources and making decisions for communities, and people working across the racial divide within local communities to make change possible;
- 3 the formal *holders of power* in the region – the women and men who serve on corporate, philanthropic, nonprofit and governmental boards and commissions – are diverse and representative of the region;
- 3 employment practices – the hiring, development, and promotion of employees – are extended equally to all people; and
- 3 the availability of accessible, high-quality, and affordable health care results in enhanced well-being and wellness for all of the region’s people.

We recognize that this list is, by its very nature, incomplete. Visions stretch the imagination about what is possible, stimulate conversation and reflection, and ultimately compel people to action. Visions do not answer questions as much as they raise them.

In a New Mid South guided by a commitment to racial, social, and economic equity, philanthropic, political, corporate, nonprofit, and community-based leaders would grapple collectively with questions that include

- ▶ “Who in our communities has access to technology, and who does not?”
- ▶ “Who benefits from welfare reform policies that target poor women and their children?”
- ▶ “What would it look like if the region’s educational and financial institutions favored equity?”
- ▶ “In what ways – other than through the delivery of social services – can and should nonprofit organizations use their significant resources to promote social justice and strengthen civil society?”

To have power, visions must not be limited to statements printed in annual reports and on the backs of business cards. They must be debated vigorously and held accountable by the lives of the people they are meant to effect. To have authority, visions must hold the promise of the future against the reality of the present context and of our shared past.

TALKING ABOUT RACE: BE NOT AFRAID

In accepting membership on the Mid South Commission to Build Philanthropy, we knew from the outset that issues of equity would be on the front burner. But simply knowing that a conversation will happen – and that indeed a conversation must happen – does not make that conversation any easier to have. We live in a society where honest and candid conversation about race badly needs to happen, but where African Americans and whites alike are likely to avoid such discussion.

Almost to a one, the members of the Mid South Commission have served on other taskforces and commissions where issues of race and racism have surfaced. As a result, we are all too aware of the discomfort and frustrations that these conversations can generate. We know the weariness that occurs when conversations about race take place but when little honesty and candor are shared. We have all been in discussions that have broken down, leaving participants feeling the range of emotions from guilt to disinterest to anger to sadness.

In crafting our vision for the New Mid South, we knew that the success of our shared work required that we talk about race without simultaneously ending the conversation. It is impossible, for example, to talk about reducing disparities in public education and creating conditions for all children to have access to high-quality public education, without acknowledging the legacy of segregated schools and the disinvestment of public dollars in schools – both rural and urban – with large concentrations of young African Americans and other children of color. To talk about the critical importance of making financial resources available to all people, particularly people of color, without reflecting on the history of public policies that facilitated asset development and accumulation for white people (at the expense of African Americans) lacks authenticity and integrity.



Ours is a region where the legacy of racism – be it in the form of slavery or sharecropping, Jim Crow laws, or school segregation – has profoundly shaped our present reality. Over the past forty years, we have made important and significant progress in addressing these inequalities, but important work remains:

- 3 The MDC report **The State of the South 2004** notes that public high school graduation rates for black and white students remained inequitable in the Mid South at the beginning of the 21st century.¹

2001 MID SOUTH GRADUATION RATES		
	WHITE	BLACK
ARKANSAS	78%	69%
LOUISIANA	76%	62%
MISSISSIPPI	68%	61%

- 3 In the same report, MDC notes that “there are nearly as many black men in prison as enrolled in higher education” in both the Mid South and the American South.²

BLACK MEN IN PRISON vs. HIGHER EDUCATION		
	PRISON (2000)	HIGHER ED. (1999)
ARKANSAS	6,200	6,415
LOUISIANA	25,000	20,624
MISSISSIPPI	13,900	15,315

The future of our region demands that all our citizens – black and white – have access to opportunities that promote full development of their talents and gifts, giving people reason to have hope in the future, to stay in school, and to become productive citizens contributing to the common good.

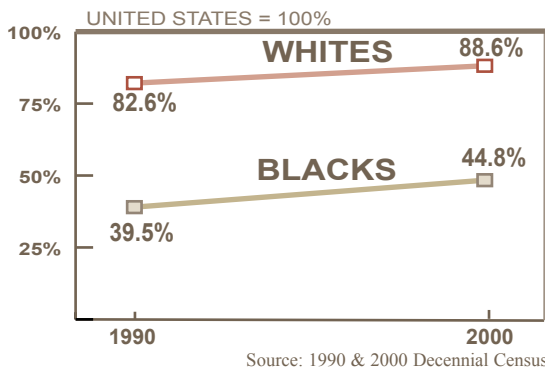
- 3 The CFED **State Asset Development Report Card** illustrates the persistent inequality that marks the Mid South region, as well as highlights the critical need for the region’s philanthropic, corporate, and public leadership to invest in strategies that promote asset building and aim to reduce poverty and injustice, particularly for people and communities of color. In their analysis of asset inequality by race, CFED reports that the ratio of mean net worth of white-headed households to non-white-headed households is **3.94** in Arkansas, **4.00** in Mississippi, and **4.11** in Louisiana.³

- 3 The Institute for Women's Policy Research (IWRP) report **The Status of Women in the States** for 2004 speaks to the significant challenges that women, particularly African American women and women of color, face in their daily lives. The median annual earnings in 1999 for African American women living in Louisiana was **\$19,400** (43 out of 43). This same figure for African American women living in Mississippi and Arkansas was **\$19,900** (42 out of 43) and **\$20,800** (41 out of 43). Mississippi, Arkansas, and Louisiana ranked 51st, 50th, and 49th respectively on the "Social and Economic Autonomy" measure that included data from all 50 states and the District of Columbia.⁴

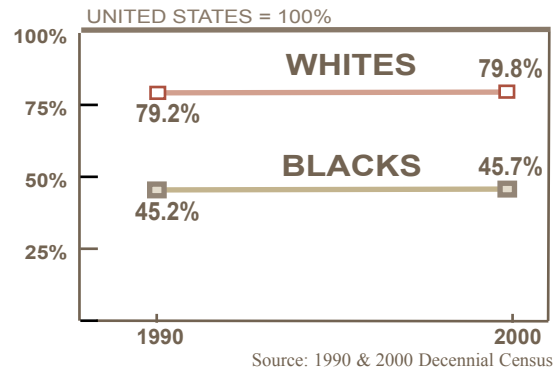
Racial disparities play themselves out in other ways in the Mid South. African Americans and other people of color in the region have less access to affordable, comprehensive health care services than do the region's white citizens, and homeownership rates for blacks and people of color continue to lag behind those of whites. Race, like gender and geography, remains a powerful determinant of access to opportunity and advancement in schooling, business ownership, and employment. Consequently, responsible action to alleviate the resulting inequities must be grounded in thoughtful analysis and honest dialogue about how public policies and the allocation of public resources contribute to and sustain inequality.

WHY DOES RACE MATTER? RACIAL INEQUALITY CONTINUES ON THREE IMPORTANT MEASURES

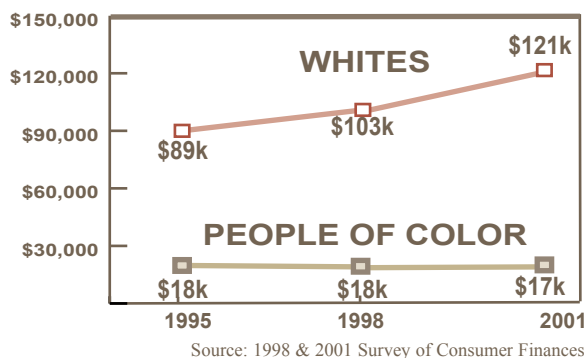
MEDIAN INCOME IN THE MID SOUTH



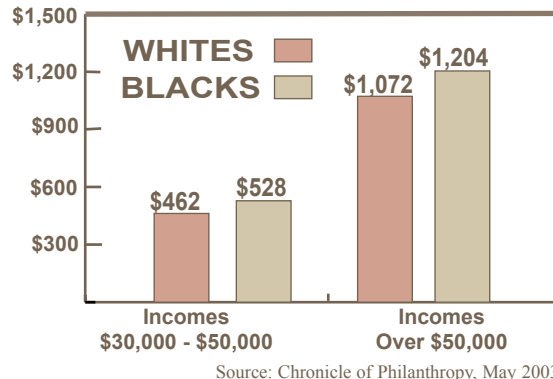
POST-SECONDARY EDUCATION GRADUATES IN THE MID SOUTH



NATIONAL MEDIAN NET WORTH



NATIONAL AVERAGE ANNUAL CHARITABLE GIVING BY BLACKS AND WHITES



It is important for the citizens of the region to understand that honest conversation about race does not – by its very nature – have to divide us. Thoughtful discussion about race can enable both blacks and whites to understand and respect each other in new ways and gain deeper insights into our shared history. During the first meeting of the Commission, the discussion at one lunch table turned to Fannie Lou Hamer and the history of the Mississippi Freedom Democratic Party. One commissioner had worked with Ms. Hamer during the Civil Rights Movement and was able to speak about the courage and commitment demonstrated by both blacks and whites during that period of struggle. The example of these foremothers and forefathers gave hope to commissioners as we considered the formidable challenges that stood before us.

This commitment to work for justice grew not out of a sense of charity but rather out of a deeper sense that all people should have opportunities to fulfill their dreams and encounter a future full of hope, not hopelessness.



Over eighteen months, we gained confidence in our capacity to speak truthfully as well as to listen to commissioners whose stories contradicted our realities and perceptions and whose insights and life experiences created tension and discomfort. Over time, as trust and respect developed, we became less afraid to reveal our doubts, reservations, and aspirations to one another.

Of course, there were painful moments of realization. During a discussion about the critical need for asset development, data were shared suggesting that while white Americans will inherit trillions of dollars as a result of the upcoming transfer of wealth, black Americans will inherit debt. This information led one commissioner to speak about the reality of many African Americans who are “frozen in discrimination,” shut off from opportunity. The room grew quiet when we allowed ourselves to imagine the frustration and hopelessness that can take root in families and in neighborhoods where opportunity is a dream deferred.

This moment of truth-telling did not discourage commissioners. Rather, it inspired and energized us, generating a deeper sense of urgency to “find the way out of the *no way*” of inequality and poverty. Our commitment to work for justice grew not out of a sense of charity but rather out of a deeper sense that all people should have opportunities to fulfill their dreams and encounter a future full of hope, not hopelessness.

For many of us, the experience of serving on a commission where issues of race and racism were openly discussed was a transformative experience. One white commissioner spoke about his life-long, internal struggle with these difficult issues and his newfound respect for African Americans who have struggled in the face of injustice. A white woman, reflecting on the

Acting as leaders –
as people who are
“informed by a sense of
the good and
compelled by a
sense of justice”
– requires courage.

eighteen-month experience, acknowledged that never before had she had the opportunity and taken the time to know such inspired and inspiring African Americans. One African American woman noted that the experience left her with a much greater appreciation for white allies willing to work in a sustained manner to realize the goals of the Commission, while an African American male colleague gave voice to the spirit of the Commission when he noted, “It’s time for us to act as leaders and to take it up a notch.”

“Taking it up a notch” will require that leaders from throughout the Mid South move beyond the discomfort and fear that all too often undermines our best-intentioned efforts to make racial, social, and economic equity a reality. Acting as leaders within the context of the Mid South will require that sustained and focused attention be paid on reducing racial disparities. Words and ideas shared in a report must be translated into concrete actions.

Acting as leaders – as people who are “informed by a sense of the good and compelled by a sense of justice” – requires courage.⁵ Talking about and taking action on issues of race and equity presents its fair share of risks. We are not naïve.

Leaders of nonprofit organizations encounter risk when they make the decision to invest their limited resources to advocate against public policies that disproportionately affect people of color, rather than to provide additional services to the people whose lives have been affected by the same policy changes. These leaders risk alienating private and public donors more comfortable with the social service delivery role that nonprofit organizations play. Business leaders run the risk of alienating potential investors and partners when they ask questions about what it would take to develop and implement employment practices that create a level-playing field for all people. Uncomfortable moments and tensions can surface when board members of community foundations ask their neighbors and colleagues for contributions to promote racial, social, and economic equity, rather than to support the capital campaign of a well-established nonprofit organization.

During our visit to South Africa, commissioners learned about the concept of *ubuntu*, which we believe can be a source of courage for leaders throughout the Mid South. The concept of *ubuntu* teaches that our full humanity can be realized only when we are in relationship with others: “I am because you are. You are because I am.” It is the powerful sense of shared interdependence of people – black and white, rich and poor, female and male – that impels us to take risks and to act

I am because
you are.
You are
because I am.

concept of ubuntu

justly and with compassion toward one another. During our journey together, as we learned to trust one another and to speak candidly and honestly about difficult, often painful issues, the spirit of *ubuntu* and our budding relationships of mutual respect sustained and energized our commitment to realize the vision of racial, social, and economic equity in the Mid South. These experiences also gave us new insights into what it means to love humanity and to be philanthropists in the fullest sense of the word.

PHILANTHROPY: OUR EVOLVING UNDERSTANDING

As individuals, we came to the first Commission meeting with different perceptions, knowledge, and beliefs about philanthropy. There were those among us who spoke about the generosity and strong charitable impulse of the region’s people. Others spoke about the limited philanthropic infrastructure, particularly in the rural areas of the three states, and the critical need to increase the pool of philanthropic resources that can be invested in these communities. Still other commissioners expressed concerns that the region’s philanthropic organizations have not evidenced sustained commitment to work together and to make long-term investments to promote equity. Our experiences as members of the Mid South Commission to Build Philanthropy have confirmed these perceptions.

The experiences of the past eighteen months have opened our eyes and our minds to the myriad ways philanthropy can invest its resources to promote equity, build assets, and encourage widespread civic participation throughout the Mid South. We have been reminded that personal relationships, grounded in mutual trust and respect, remain the fundamental building blocks to effect long-term, sustained change for justice. Creating an equitable society requires people who are willing to work together, share resources, and use their individual and collective power to increase opportunities for marginalized citizens and disenfranchised populations.

Our participation on the Mid South Commission to Build Philanthropy has also challenged us to think more expansively about who the philanthropists are in our communities and our region. When we first gathered, most of us operated with a traditional understanding that philanthropists are people of significant wealth who could contribute large sums to universities or art museums. The image of a philanthropist that most of us carried in our minds was a person of prestige and power who was listed as a major benefactor in annual reports and served on governing boards of major institutions. While we were grateful for these philanthropists in our midst, most of us felt that we had little in common with this select group.

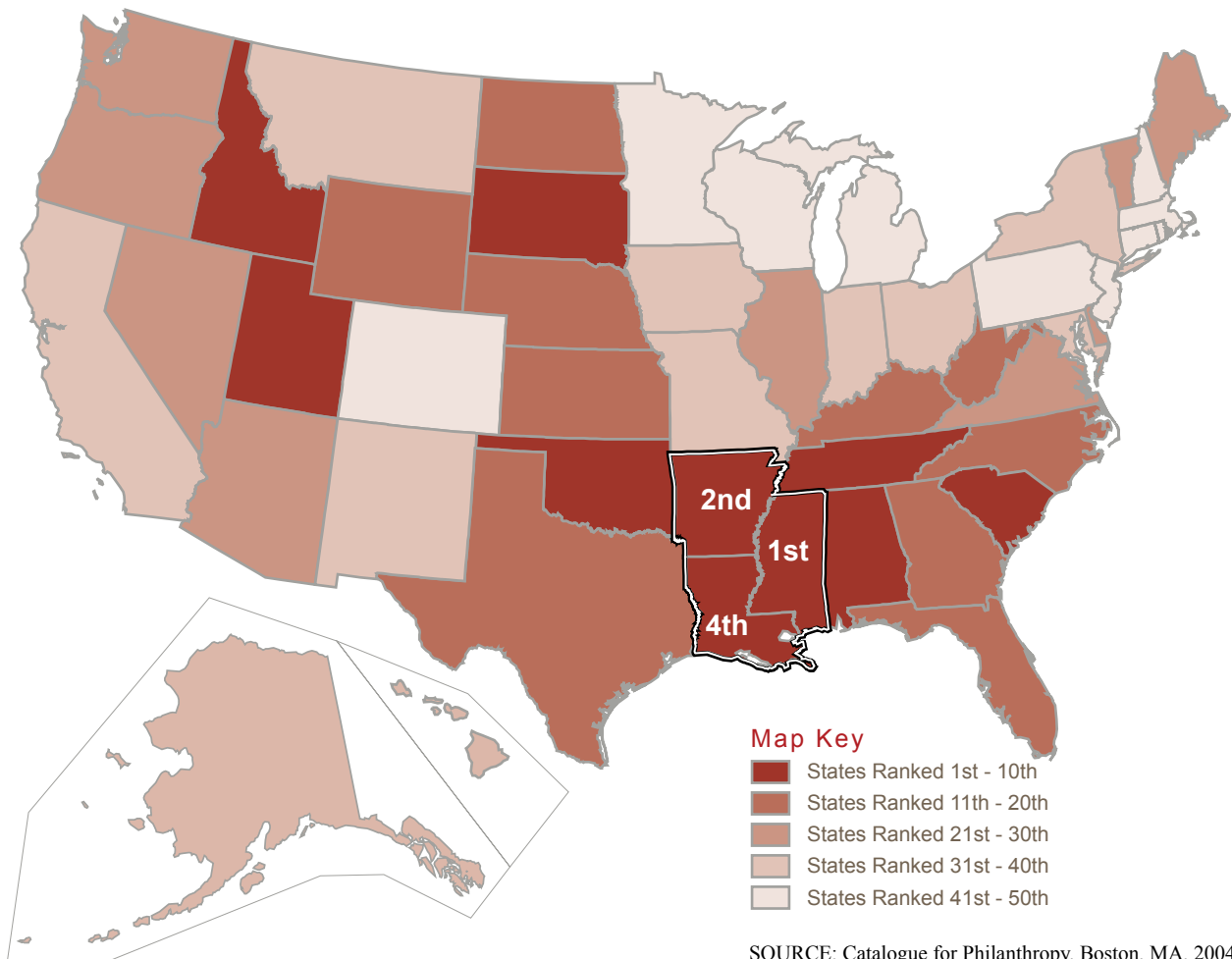
Over time, however, we began to understand the limitations of this definition of who qualifies as a philanthropist. During our second commission meeting, we met young people from the Delta who are engaged in a youth philanthropy initiative and are working to address community problems in the towns and cities where they live. During our third meeting, we learned about citizens in rural areas of the Mid South who are mobilizing locally-controlled resources so that they can promote sustainable economic development in their communities and decrease their dependency on outside sources of funding that are available one year and not the next. While these people, as individuals, may not be able to write a check for \$10,000 to support an initiative, they can provide leadership to raise the same \$10,000 if they contribute \$100 and work with other partners and friends to identify 99 others who will do the same.

The philanthropists in the Mid South region are the people of wealth who can establish endowments, but they are also the church mothers who, week in and week out, contribute \$50 to their church offering and who give annually to the scholarship funds at their churches to help defer the cost of higher education for talented young people in their congregations. The Mid South philanthropist is the accountant who spends ten hours during tax season to help low-income families file tax returns qualifying them for the Earned Income Tax Credit, and the volunteer who devotes countless hours to establish a safe house for women abused by their spouses and partners. The teacher who uses her personal resources to buy additional art supplies for her students and the attorney who does *pro bono* work to help a civic entrepreneur establish a nonprofit organization that aims to promote literacy are among the legions of philanthropists who contribute to the vitality and health of the region.



Philanthropy, properly understood, is love of humanity expressed through giving. Philanthropists, properly understood, are people – regardless of age, race, income level, or social status – who share of their time, talent, and financial resources to promote the common good. Using these definitions, Arkansas, Louisiana, and Mississippi have more than their fair share of philanthropists. Mid Southerners have a long tradition of caring for each other and sharing our resources with people less fortunate than ourselves.

**2004 GENEROSITY INDEX SHOWS THAT MID SOUTHERNERS
ARE AMONG THE NATION'S MOST GENEROUS**
THE GENEROSITY INDEX IS A STATE RANKING COMBINING INDIVIDUAL
CHARITABLE GIVING RELATIVE TO INDIVIDUAL ABILITY TO GIVE



Why is this more expansive definition of a philanthropist important? Several reasons come to mind. As devolution continues to push the responsibility of caring for the most disenfranchised and marginalized citizens in our region to counties and parishes, local citizens and local organizations will face significant challenges. As Mid Southerners, we cannot rely solely on a handful of people within our communities – or an even smaller group of philanthropists outside our region – to come to our aid during this period of rising social needs and decreasing public revenues. We

We must come to realize that **we** – not some unknown “they” – are the philanthropists who must collectively invest resources to strengthen the fabric of community life.

must come to realize that **we** – not some unknown “they” – are the philanthropists who must collectively invest resources to strengthen the fabric of community life. We must come to see ourselves in a different light and take action accordingly.

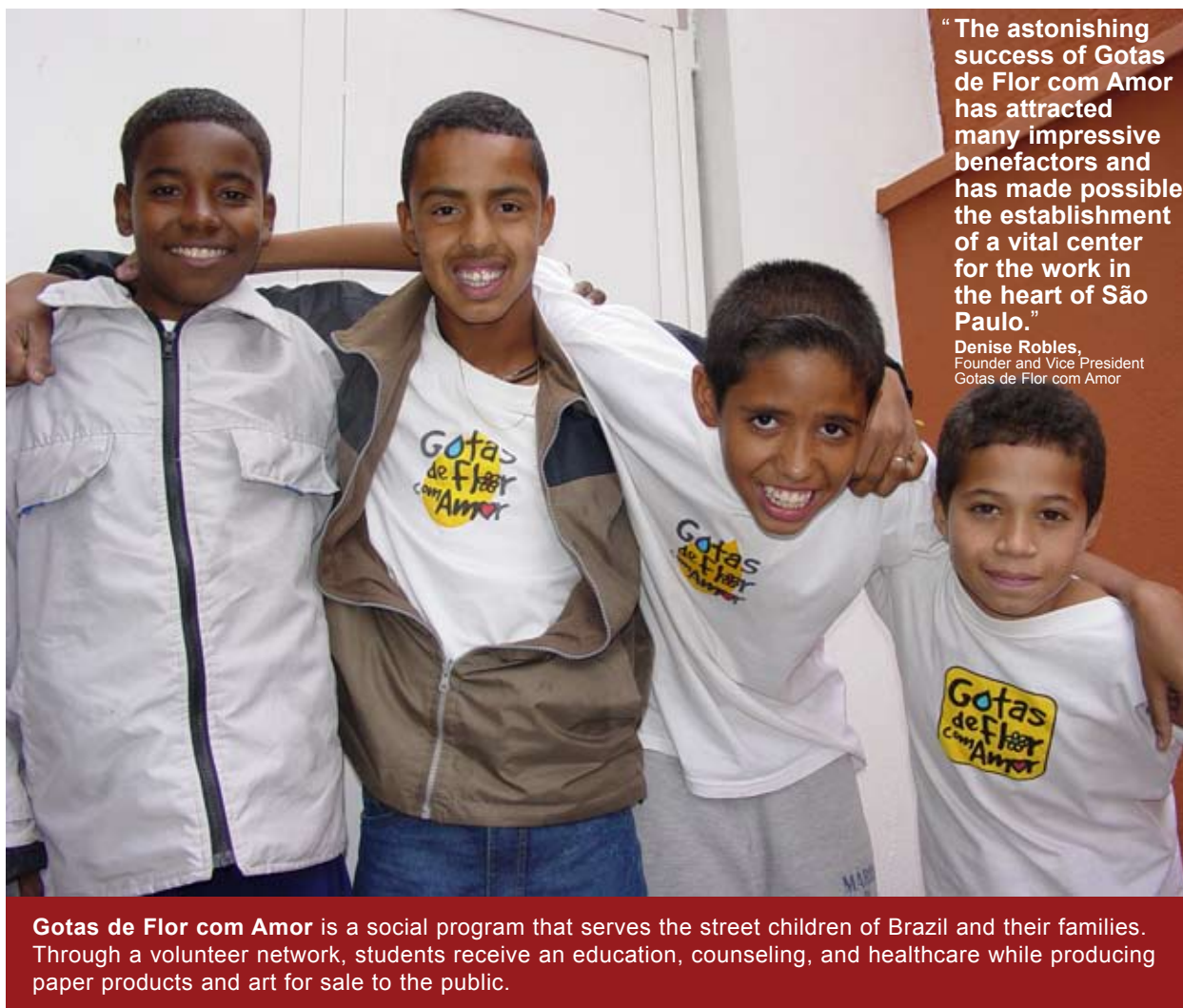
And, just as the region’s citizens must come to see ourselves in a different light, the leaders of organized philanthropy in the region – particularly community and regional foundations as well as public charities – must embrace this more expansive understanding of who qualifies as a philanthropist. If the leaders of organized philanthropy look only to a small group of established civic and corporate leaders to serve on boards or

grantmaking committees, and if the development staffs of these organizations pay attention only to the small percentage of affluent residents in their communities who can write a five-figure check, they will overlook significant indigenous leaders and engaged citizens who have a track record of contributing to their communities and who possess intellectual, social, and financial resources that can be tapped to strengthen the common good. At this point in the region’s history, we simply cannot afford to overlook or discount any person who has time, talent, and treasure to invest.

During one of our final meetings as a Commission, we were introduced to the concept of community philanthropy. “Community philanthropy is,” the European Foundation Centre notes,

the act of individual citizens and local institutions contributing money or goods, along with their time and skills, to promote the well-being of others and the betterment of the community in which they live and work. Community philanthropy can be expressed in informal and spontaneous ways such as citizens and local businesses helping other residents in times of crisis. Community philanthropy can also be expressed in formal, organised ways whereby citizens give contributions to local organisations, which in turn use these funds to support projects that improve the quality of life in the local community on a permanent long-term basis.⁶






If the Mid South hopes to respond constructively and creatively to the challenges of persistent poverty, devolution, and globalization, its leaders must be thoughtful and strategic about cultivating this spirit of community philanthropy and creating opportunities for all people who care about the places where they live to invest in the future health and well-being of their communities and the people who live there.

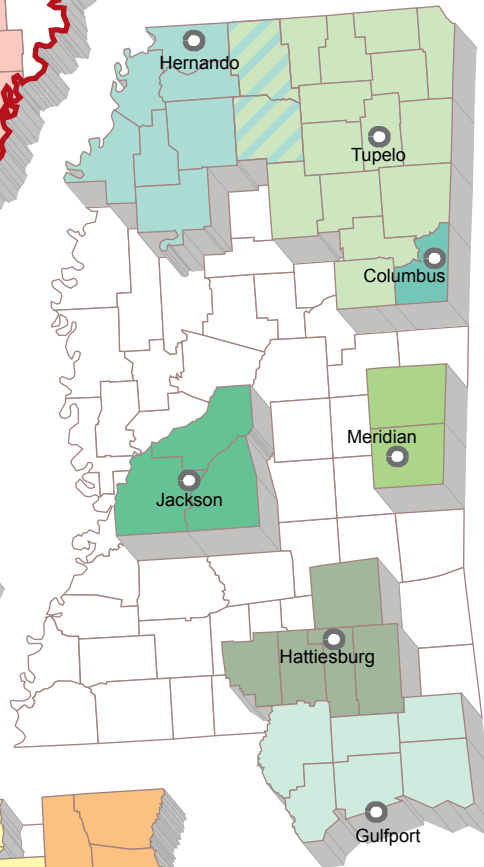
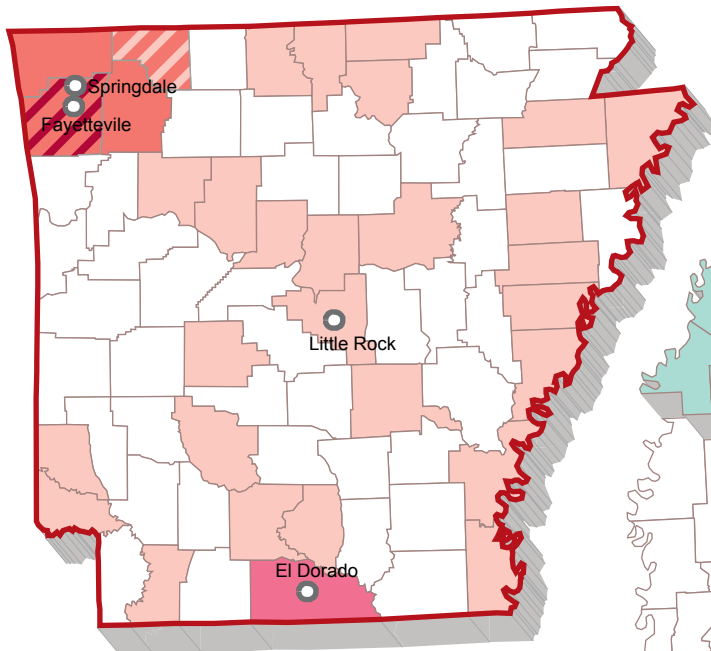


WHY PHILANTHROPY?

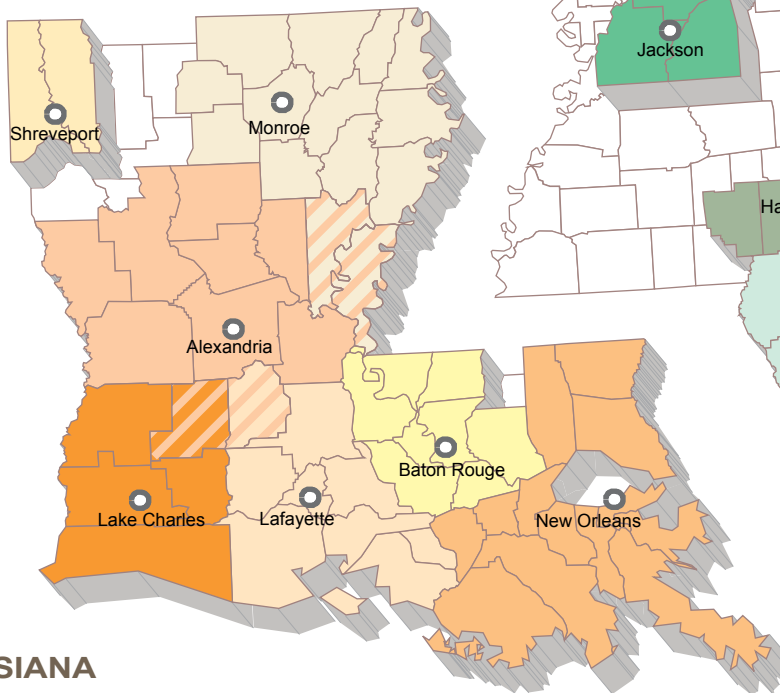
As members of the Mid South Commission to Build Philanthropy, we faced several challenges early in our work together. Given that our charge was to develop strategies for increasing philanthropy in the region that could be used to promote racial, social, and economic equity, we felt it was incumbent that we articulate the outcomes that would be realized if equity was the goal that philanthropy sought to achieve. Our “Vision for the New Mid South” represents our best thinking on this point. Similarly, we realized that as we seek to increase the resources available to support efforts that aim to promote racial, social, and economic equity, we have to consider the question “Who has a stake in the future of the Mid South and controls resources that can be invested to strengthen our region?” In the previous section and in the Resource Mobilization section later in this report, we address the supply side of the philanthropic equation.

ARKANSAS








-  **Arkansas Community Foundation**
ARCF serves all 75 counties in Arkansas
-  Area Affiliate Community Foundations
-  **Fayetteville Community Foundation**
-  **Northwest Arkansas Community Foundation**
-  **Union County Community Foundation**



**COUNTIES
AND PARISHES
SERVED BY
COMMUNITY
FOUNDATIONS
IN THE MID
SOUTH, 2004**




LOUISIANA

-  **Baton Rouge Area Foundation**
-  **Community Foundation of Acadiana**
-  **Community Foundation of Shreveport-Bossier**
-  **Central Louisiana Community Foundation**
-  **The Greater New Orleans Foundation**
-  **Legacy Foundation of Monroe**
-  **United Way of Southwest Louisiana Community Foundation**



Indicates a county or parish served by two neighboring community foundations

 Headquarters for a Community Foundation

MISSISSIPPI

-  **CREATE Foundation**
-  **Community Foundation of East Mississippi**
-  **Community Foundation of Greater Jackson**
-  **Community Foundation of Northwest Mississippi**
-  **Greater Hattiesburg Community Foundation**
-  **Gulf Coast Community Foundation**
-  **Lowndes Community Foundation**



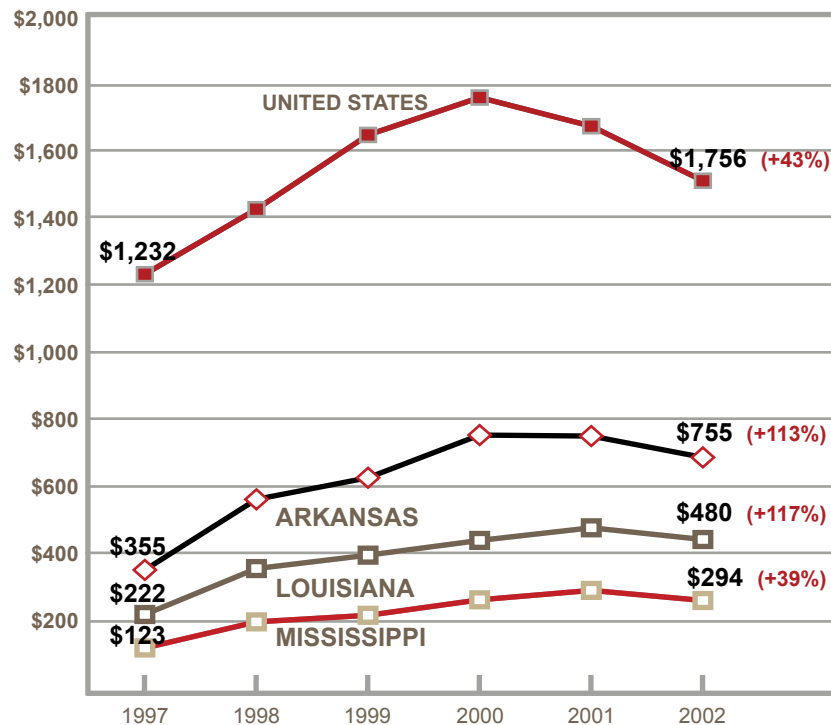
FMS serves the entire Mid South region including Arkansas, Louisiana, and Mississippi.

As our work evolved, it became clear that part of our task was to make a compelling case for why philanthropy is well positioned to take a leadership role promoting racial, social, and economic equity. After all, there are people who believe that organized philanthropy has such a stake in maintaining the *status quo* that neither organized philanthropy nor its leaders can be effective advocates and champions for social justice.

Over the course of several months, it became apparent that philanthropy is uniquely positioned to address issues of racial, social, and economic equity:

- 3 Philanthropic organizations – given the resources they control, their neutrality, and their missions to strengthen the common good – can bring citizens together across racial, geographic, political, and economic lines to frame public issues; design inclusive processes that take seriously the perspectives of and solutions generated by marginalized and vulnerable populations; and develop policy alternatives that foster equitable community development.
- 3 Because philanthropic organizations do not under most conditions face shareholder pressure to deliver short-term returns on investments, they can – unlike organizations operating in the for-profit sector – take a longer-term perspective on complex issues and make sustained investments in people, organizations, and community initiatives working to promote equity.
- 3 Because philanthropic dollars represent a community’s stock of flexible, higher-risk capital, these resources can be invested to (1) build economic development infrastructure and community development organizations that do not exist, (2) enable citizens in local places to develop and implement strategies for responding to demographic, public policy, and economic shifts that leave vulnerable and marginalized populations at increased risk, and (3) help communities collect data and conduct research on key community challenges.
- 3 Given the unique vantage point that allows their board members and staff to see the full range of a community’s assets and challenges, philanthropic organizations have the capacity to “shine a light on” social issues and problems that may otherwise fall off the radar screen. “They have the freedom and the platform,” writes Paul Ylvisaker, “not only to inform the public of what they stand for and have done, but to comment on the state of the community they serve and on the needs they see as not being fulfilled.”⁷
- 3 The well-stocked “tool kit” that philanthropic organizations possess enables foundations – in partnership with the people and organizations they invest in – to work on multiple fronts and to employ diverse strategies in their efforts to build more just and equitable communities. Emmett Carson, president of the Minneapolis Foundation, notes that the philanthropic tool kit can extend “beyond grantmaking to include loans, convening, public education, advocacy, cultural events and public policy strategies.”⁸

FOUNDATION ASSETS PER CAPITA IN THE MID SOUTH INCREASE AT OR ABOVE THE NATIONAL AVERAGE, BUT THE GAP CONTINUES TO WIDEN



Source: FC State 1997 - 2002, Foundation Center

http://fdncenter.org/fc_stats/index.html

Philanthropic organizations are also especially well positioned to promote racial, social, and economic equity because these organizations have a long and impressive track record of working to strengthen democratic practice. In a speech entitled “Public Obligations of Foundations,” Ford Foundation President Susan Berresford notes:

It would be good if more of the public recognized the ways that foundations reinforce democratic traditions. For example, we . . . could remind the public about such truths as:

- foundations strengthen the diversity of perspectives by supporting groups that range from “establishment” to “underdog” and points in between.
- foundations help support organizations through which men, women, and children participate in civic affairs.
- foundations help marginalized groups gain a foothold on the success ladder.
- foundations are society’s R&D arm, helping test models for urgently needed social innovations before they are ready for prime time in public policy debate.
- foundations reflect the idea that not everything needs to be driven by markets or politics to be useful.

Philanthropy reinforces democratic principles and practices. But doing so can generate criticism and doing so blends public and private agendas in interesting and complex ways. Not everyone wants to hear the ‘underdog’s’ voice or see newcomer populations get scarce jobs or housing. Sometimes people are made uncomfortable by social change. So foundations get criticized for doing this work. But our history suggests that democracy benefits when new ideas and energy rise to the surface and find their place, even when that process involves conflict.⁹

In working to promote racial, social, and economic equity, foundations may be criticized by some with overstepping their legitimate role within public life, but we believe that these activities are essential. If philanthropy hopes to fulfill its obligation in maintaining a healthy democracy and ensuring that all citizens have access to opportunities then it must act responsibly, prudently, and creatively, while tapping into the significant resources with which it has been entrusted.

PHILANTHROPY: NAVIGATING AN UNCERTAIN FUTURE

Although philanthropy can play a critical and strategic role in strengthening democratic practice and promoting equity in the Mid South, these organizations and their leaders face particular challenges that stand to undermine their effectiveness and must be navigated with care:

- 3 While local government and citizens may look increasingly to philanthropy to assume a leadership role on potentially divisive and controversial issues, **philanthropy cannot be expected – nor should it allow itself – to serve as a substitute for government, relieving that sector of its obligation to serve the citizenry and promote the general welfare. Similarly, philanthropy should not attempt to replace citizen initiative at the local, state, and regional levels.** Instead, philanthropy should invest in strategies that enable government to fulfill its obligations more effectively, as well as those that equip citizens with the skills, resources, knowledge, and relationships required for full civic participation. Philanthropic investments should aim to encourage and facilitate citizen initiative in promoting racial, social, and economic equity, especially among people and communities whose voices, perspectives, and interests are often overlooked when decisions about public policies and the allocation of public resources are made.
- 3 While philanthropic leaders might view the nonprofit and public sectors as natural allies in their efforts to promote equity, **they must also work deliberately to engage and support business leaders from throughout the region who have a vested interest in developing community wealth and building a more prosperous region.** At least four of the Commission’s aspirations for the New Mid South – diversified and representative

governing boards serving the region’s key institutions; equitable employment practices; the implementation of public policies that promote access to capital, as well as asset creation and asset preservation; and increased availability of accessible, high-quality, and affordable health care – require leadership from and engagement of the region’s business leaders. While no ready-made blueprint exists for how foundations can support and nurture collaboration among the private, public, and nonprofit sectors, such relationships will be increasingly necessary if the citizens of the region hope to realize the vision of the New Mid South.

- 3 In their efforts to make strategic investments to promote racial, social, and economic equity, the governing boards, executive leadership, and program staff of the region’s foundations must consider myriad questions:

- ▶ Does the applying organization have the capacity to implement the proposed course of action?
- ▶ To what extent does the proposed activity engage indigenous leaders in the design, implementation, and evaluation of the work?
- ▶ Is the organization clear about what change it is trying to effect?

As important as these questions are to gauge organizational capacity and the appropriateness of program design, foundations that seek to promote equity through their grantmaking must also consider to what extent public policies shape and stand to impact the proposed plan of action. Almost all of the equity issues that foundations seek to address – access to health care; asset development; the provision of safe, stable, and affordable housing; public education; and child care – are in some way affected by local, state, and federal policies (or some combination of these). **To work effectively on these issues, foundation boards and staff must take time to learn more about the public policies that directly impact the efficacy and effectiveness of their grantmaking and remain open to adapting their grantmaking strategies to reflect relevant changes in the public policy environment.**

- 3 While philanthropic organizations have significant resources that can be invested to create equitable outcomes for all citizens, **leaders of these organizations must take care not to fall into the trap of “telling” communities how they must resolve the challenges before them, ignoring the wisdom, aspirations, and strategies of the people who live and work in these places.** Foundations can surface issues, raise critical questions, and invest in solutions in their efforts to promote racial, social, and economic equity. They can work with partners to develop strategies, identify hoped-for outcomes, and cultivate allies and advocates. They must walk, however, the fine line between inspiring and empowering communities and dictating to and deciding for communities.

A PROPOSAL:

FIVE STRATEGIES FOR PROMOTING RACIAL, SOCIAL, AND ECONOMIC EQUITY

While our learning journey gave us the opportunity to explore broader understandings of what it means to be a philanthropist and to understand better the forces shaping philanthropy, we eventually focused our attention on how organized philanthropy in the region can more effectively promote equity. To this end, we – the members of the Mid South Commission to Build Philanthropy – offer a proposal directed to the leadership of the region’s philanthropic organizations. We encourage board members, executive staff, and program officers serving these organizations to wrestle with the five strategies below as they consider how their philanthropic efforts can advance the vision of the New Mid South where racial, social, and economic equity paves the way for a prosperous region and healthy Mid South communities.

- 1. MOVE BEYOND THE CHARITY MODEL OF PHILANTHROPY.**
- 2. DIVERSIFY GOVERNING BOARDS AND STAFFS OF THE REGION'S PHILANTHROPIC ORGANIZATIONS.**
- 3. LISTEN ATTENTIVELY TO, LEARN FROM, AND DEVELOP NEW WAYS OF INSPIRING AND EMPOWERING PEOPLE IN LOCAL COMMUNITIES DOING THE WORK OF BUILDING MORE JUST AND EQUITABLE COMMUNITIES.**
- 4. INCREASE THE POSSIBILITY OF EQUITY BEING REALIZED BY SUPPORTING WORK THAT PROMOTES THE DEVELOPMENT OF EQUITABLE PUBLIC POLICIES.**
- 5. EMBRACE AND NURTURE THE CREATIVITY, ENERGY, AND ASSETS OF THE REGION'S DIVERSE YOUNG PEOPLE.**

1. MOVE BEYOND THE CHARITY MODEL OF PHILANTHROPY.

During our second meeting, commissioners read and discussed the thoughtful essay “Toward a Fourth Philanthropic Response,” by Elizabeth Lynn and D. Susan Wisely. The essay identifies four traditions of philanthropy – relief, improvement, social reform, and civic engagement – not all of which commissioners felt were compatible with the goals of building community wealth and promoting racial and social equity. The tradition of philanthropy as relief (charity) as described by Lynn and Wisely was particularly thought-provoking and challenging:

The tradition of relief has many strengths (imagine a world without it!). It allows us to express love or empathy for others, without regard for status or merit. It highlights our personal obligation to respond to others. It meets clear and pressing needs. And, precisely because it is an act of compassion, a matter of “feeling with” others, charitable philanthropy is responsive to those it serves, rather than actively trying to shape or lead them.

At its worst, however, this tradition of benevolence can waste precious resources by failing to address the causes of suffering. It can also cultivate passivity toward “the way things are” by inviting us to respond to pressing needs rather than change the conditions that created them. [John] Winthrop expressed this attitude of acquiescence to “the order of things” in the opening words of his sermon [“On Christian Charity”], when he declared that “God Almighty ... hath so disposed of the condition of mankind as in all times some much be rich, some poor; some high and eminent in power and dignity, others mean in subjection.” For better or worse, charity is a tradition resigned to the inevitability of social inequality. “The poor you will always have with you” might well be its motto.¹⁰

As we traveled to Brazil, we became even more aware of the limitations of philanthropy as charity as a force for addressing the fundamental inequities of life in the Mid South. In Brazil, Rebecca Raposo, the director of Group of Institutes, Foundations, and Enterprises (GIFE) spoke about the need to shift the philanthropic paradigm from one focusing on charity to one emphasizing and requiring citizenship. We found her analysis of the two forms of philanthropy to be especially helpful in illuminating the constraints of the charity model:

	PHILANTHROPY AS CHARITY	PHILANTHROPY AS CITIZENSHIP
ACTION	Maintains <i>status quo</i> and perpetuates social exclusion	Promotes social inclusion with commitment to fostering justice
LEADERSHIP	Centralized in individuals	Decentralized with strong engagement of community
SUSTAINABILITY	Individual contributions	Diverse sources of support, relying less on individual goodwill and fostering broader community ownership
COMPETENCE	Volunteers / “amateurs” with good intentions	Professional leadership with critical engagement by community stakeholders
BASIS OF	Public perception of good will	Efficiency, transparency, and accountability

During that same trip, we were introduced to the concept of “philanthropy as private social investment” that has found growing support among Brazil’s corporate community. “Private social investment,” GIFE notes, “is the voluntary giving of private funds in a **planned, monitored, and systematic** manner for social projects of public interest.... Contrary to the charity concept, which comes with the notion of providing assistance, private social investors are concerned about the results obtained, the changes generated and the community’s participation in executing actions.”¹¹ The focus on results, change, and community participation resonated with commissioners, and the language of private social investment gave us a new way to speak about the aims and potential impact of philanthropy.



- **O CRIA**, an acting troupe in Brazil funded by various corporations, informs the public about the dangers of STDs and AIDS.
- ▲ **Rebecca Raposo of GIFE** discusses the differences between philanthropy as citizenship and charity.
- ◀ A salon in South Africa trains mentally and physically impaired citizens for self-sufficiency and provides opportunities for employment.

During our visits to both Brazil and South Africa, we were struck and inspired by how effective philanthropic investments can be in building the assets of low-wealth people, families, and communities. We visited schools that had been built, micro-enterprises that had been established, and business ventures that had been expanded through investment of philanthropic capital. We met with women and men whose sense of purpose, self-determination, hopefulness, and vision have been enriched and enlarged.

The critical need to increase the pool of philanthropic dollars invested to build assets cannot be overstated, nor can the impact and benefit of asset-building strategies. “Assets,” the authors of Building Assets to Reduce Poverty and Injustice note, “can provide household stability.... They also can help to develop other assets, for instance, building a business that generates revenues and employs others or equity in a home that can be invested in further education.... Assets engender a desire and ability to look toward the future, make plans, and take an interest in additional steps toward independence.... Assets create stronger families and communities for the next generation.”¹² As the Mid South anticipates the challenges before the region over the next decade, a focus on building assets is sorely needed if we are to fulfill the rich potential of the region and its people.

In advocating the importance of philanthropic investments to promote citizenship, community participation, and asset building, we commissioners do not believe that it is realistic (or necessarily beneficial) to suggest that philanthropy as charity should be abandoned in the New Mid South. After all, as Lynn and Wisely reflected, “imagine a world without it!” Neither do we believe that adopting new language (e.g., philanthropy as citizenship, philanthropy as private social investment) is sufficient. Rather, we believe the time has come for the region’s philanthropic leaders to consider two questions, **“What change do we hope to effect in our grantmaking?”** and **“How do the ways in which we make grants and work with organizations and people promote citizenship, social inclusion, and accountability on one hand and foster dependency and perpetuation of the *status quo* on the other?”** Deep conversations about these two questions have the potential to illuminate the need for the region’s foundations to move beyond the charity model of philanthropy and to develop new approaches for working with people, organizations, coalitions, and communities committed to tackling issues of racism, social inequality, and persistent poverty.

2. DIVERSIFY GOVERNING BOARDS AND STAFF OF THE REGION'S PHILANTHROPIC ORGANIZATIONS.

Since the beginning of the Commission’s work, we have considered the issue of diversity – at the board, staff, and grantmaking committee levels – to be an essential element of any effort by philanthropy in the Mid South to more effectively promote racial, social, and economic equity. While we do not know with complete accuracy the composition of the board and staff serving the region’s philanthropic organizations, our experience suggests that people of color and people with public policy and hands-on experience working to build assets and capacities of people in low-wealth communities are underrepresented within these organizations. Their perspectives on issues related to organizational strategy, the probing questions they could ask about the assumptions and beliefs that inform how philanthropic organizations make decisions (and the decisions they make), and the wisdom they could bring to discussions about how limited resources are invested to promote equity are sorely missed.

During the trip to South Africa, conversations about the importance of board diversity were central to the discussions with board and staff of the Greater Rustenberg Community Foundation. The directors of that foundation spoke about the need to develop governance structures that are reflective of the communities being served. When identifying potential new members for the foundation’s board, for example, directors of the Rustenberg Foundation ask a series of questions, including

- ▶ “How can this person increase the foundation’s understanding of the issues and communities supported by its grantmaking investments?”
- ▶ “In what ways do the skills and knowledge of the potential board member align with the challenges and opportunities facing the organization?”
- ▶ “What is the long-term leadership capacity of the candidate both within the foundation and the broader community?”

While these are just a few of the questions that foundation board members should ask about prospective members, they point to the importance of developing search processes and selection criteria that challenge board members to look beyond their rolodexes when identifying new leaders for board service. This same commitment to inclusive processes should inform how foundations in the region select their program and executive staff, as well as the members of their grantmaking committees.

3. LISTEN ATTENTIVELY TO, LEARN FROM, AND DEVELOP NEW WAYS OF INSPIRING AND EMPOWERING PEOPLE IN LOCAL COMMUNITIES DOING THE WORK OF BUILDING MORE JUST AND EQUITABLE COMMUNITIES.

Throughout the past eighteen months, commissioners have discussed at length the need for foundations working in the region to assess critically their relationships with the organizations and communities they have been entrusted to serve. During Commission discussions on this issue, we spoke about the unequal power dynamics that characterize the relationship between most grantmakers and nonprofit organizations, as well as the tendency for foundations to “overlook the assets and ignore the culture” of the communities where they fund. Both practices – the unequal power dynamics and the discounting of local culture and assets – threaten to undercut efforts aimed at promoting equity.

During the site visit to South Africa, several speakers offered questions that foundation officers and staff should ask themselves regularly as they engage in community-based work to guard against unhealthy and unequal relationships with grantseekers:

- ▶ “How do we reach out to, relate to, and empathize with community-based organizations working in poor communities?”
- ▶ “What process does the foundation have for asking people and organizations working in poor communities, ‘How can we best help you?’”
- ▶ “What process does the foundation use to learn about the resources, relationships, and culture of the communities where it makes its investments, and to whom does the foundation listen when assessing the resources of local places?”
- ▶ “How does philanthropy hold itself accountable to poor communities?”

The members of the Mid South Commission to Build Philanthropy strongly encourage philanthropic leaders from throughout the region to spend time at board and staff meetings, as well as with community leaders, reflecting on these questions in their efforts to foster relationships of mutual trust and respect with local organizations and indigenous leadership.

During the visit to South Africa, commissioners also learned about the “Building Community Philanthropy” project based at the Graduate School of Business at the University of Cape Town. The project explores “how resource-limited communities [in South Africa, Mozambique, Namibia, and Zimbabwe] – with little or no government support, historically and in the present, mobilize and utilize internal resources for survival and development purposes.” This project highlights how much can be lost when foundations overlook the wisdom, traditions of caring and sharing, and assets and strengths indigenous to the communities they aim to serve. The study’s focus on indigenous philanthropy and indigenous traditions of community-based caring and sharing has at least three goals, including to

- ▶ develop a broader understanding of how poor people and poor communities care for and help each other;
- ▶ inform the philanthropic practice of foundations that may be unaware of ongoing community-based work and may not understand the critical importance of supporting work that respects and draws on the culture and resources of local places; and
- ▶ broker relationships between potential donors and community-based organizations.

Any long-term, sustained effort to promote equity in the Mid South requires that the people “dealing with injustice” be given the resources and decision-making authority to craft solutions to the problems that beset their communities. Philanthropy cannot “tell” these communities and their leaders what their responses to injustice and inequity should be, but instead must find ways to make investments that strengthen local strategies and encourage broad-based civic participation.



4. INCREASE THE POSSIBILITY OF EQUITY BEING REALIZED BY SUPPORTING WORK THAT PROMOTES THE DEVELOPMENT OF EQUITABLE PUBLIC POLICIES.

At the final meeting of the Mid South Commission to Build Philanthropy, one commissioner remarked, “All roads lead to public policy.” While a few commissioners may debate the finer points of this insight, most – if not all – would affirm the sentiment: philanthropic organizations committed to promoting racial, social, and economic equity significantly increase the likelihood of success if they invest a portion of their resources in organizations and people working on public policy.

No monolithic approach exists for how philanthropic organizations can support efforts that seek to develop and implement equitable public policies. Foundations can support the collection and distribution of accurate and reliable data that illustrate the effects of public policies on low-wealth people, people of color, and marginalized and distressed communities. They can invest resources in grassroots organizing efforts or initiatives aimed at developing the skills and capacity of local nonprofit executives to communicate the efficacy and impact of their programs when talking with public officials. Organized philanthropy can provide general operating support to sustain the operations of public policy institutes, research organizations, or advocacy groups within the region. Similarly, they can provide resources that enable local and statewide organizations to work with regional and national public policy organizations to develop internal capacity or to respond to a pressing opportunity or challenge.

Foundations interested in making investments to support the development and implementation of equitable public policies can do so while operating squarely within the legal framework governing U.S. philanthropy. Such investments can complement and increase the effectiveness of foundation strategies aimed at building assets, improving public education, or increasing the stock of affordable housing. While it might be debatable whether all roads lead to public policy, the commissioners can say with confidence that the journey to justice is significantly enhanced when foundations support the efforts of people and organizations to work strategically on public policy.

5. EMBRACE AND NURTURE THE CREATIVITY, ENERGY, AND ASSETS OF THE REGION'S DIVERSE YOUNG PEOPLE.

As the work of the Commission evolved, we came to understand that our efforts to build philanthropy in the present will fall short if we fail to cultivate and provide leadership opportunities for young people motivated by the charitable impulse and committed to realizing the promises of social justice. We became ever more mindful of the critical need to engage young people – Hispanic, black, and white – in the region’s efforts to build philanthropy and to promote racial, social, and economic equity.

For example, we learned about young Brazilian professionals who work in the financial service and investment industries and who take time to educate their clients about how private philanthropic investments can promote equitable and sustainable development. We also met with leaders from the Birmingham Change Fund and the NGAAP Fund (Next Generation of African American Philanthropists), a U.S.-based initiative that seeks to promote and encourage philanthropic investments by young African Americans in their local communities. Among its aims, the NGAAP Fund seeks to (1) leverage the financial, social, and intellectual capital of young African Americans, (2) realize social change through the power of collective giving, and (3) educate young African Americans about the opportunities for and advantages of charitable investments.

These experiences challenged us to think more expansively about how philanthropic organizations can work with, learn from, and be enriched by the engagement of a diverse cross-section of young people. Young people concerned about the vitality of their communities can provide financial resources to support social change efforts. They can also shed light on how the post-Baby Boom generations understand the social challenges that face their communities, offer strategies to address these inequities, and organize other young people (who are often disconnected from organized philanthropy) to play a leadership role in tackling community problems. Young pastors, attorneys, accountants, and wealth advisors speak regularly to people who have questions about how they can best invest their resources. These young leaders are well positioned to be educators and advocates for philanthropy in this decade and the ones to follow.

Writing about the “growing black and Latino middle class” in the South, James Joseph, former president of the Council of Foundations and former U.S. Ambassador to South Africa, notes:

[They have] enriched the South and provid[e] the potential for a new, but stronger, civic culture. While there is a tendency to think of these groups only in relation to the demand side of philanthropy, many are now in the position to contribute to the supply side.... The new groups must be made to feel that they belong before they are willing to transform their own traditions of benevolence into organized giving in their new communities.¹³

The same sentiment could be said of the diverse young people who live in the region and who will continue to provide leadership well into the future. The current leaders of organized philanthropy must reach out in new ways to these young people, treating this generation of philanthropists and citizens as critical partners in our collective efforts to build a New Mid South.



**OUR COLLECTIVE OPPORTUNITY:
PHILANTHROPY, PARTNERSHIPS, AND PUBLIC POLICY**

MOVING FROM LEARNING TO LEADING: RECOMMENDATIONS FOR FUTURE ACTION

As the Commission's work progressed, we began to identify what it will take to build community philanthropy and promote racial, social, and economic equity in the Mid South. First, and perhaps most important, this work requires inspired, knowledgeable, and committed leaders. People matter. Second, the work requires that sufficient resources be mobilized both from within the region and from outside the three states. The resources needed to make justice happen include money, but other resources matter too. Access to knowledge represents an important resource that people in communities often lack when working to build more just places to live. Cultural awareness represents another critical resource that people need, but often act without. To work

First, and perhaps most important, this work requires inspired, knowledgeable, and committed leaders.

PEOPLE MATTER.

Second, the work requires that sufficient resources be mobilized both from within the region and from outside the three states.

effectively with local communities requires, for example, that philanthropists, nonprofit organizations, and government officials have knowledge of and respect for the traditional patterns of caring and sharing in those local places. This is not always the case.

Efforts to build community wealth and promote racial, social, and economic equity require philanthropists - the philanthropists who can write the \$10,000 check and the philanthropists who can write the \$100 check - who are willing to move beyond the charity model of grantmaking and make long-term investments in key organizations that work to promote equity. Such investments facilitate active citizen engagement, allow organizations to conduct research on issues and concerns that affect the quality of life for African Americans, people of color, and low-wealth families and communities, and support the efforts of grassroots coalitions to work on public policy issues. How people give and invest their money matters

significantly. Five thousand dollars invested strategically can have as much impact as five million dollars awarded to a grantee lacking organizational capacity, sufficient relationships with the constituents it claims to serve, and an understanding of how change happens in local places.

We assert that the time has come for people of courage and vision to take strategic, responsible, and sustained action and to make racial, social, and economic equity the hallmark of the New Mid South. We know that the region's philanthropic leadership possesses the capacity and resources

to make equity real in the organizations and communities where people work and live. **What is required at this moment in time is persistence, courage, and will.**

Writing about the challenges facing philanthropic organizations as they work to address the persistent challenges facing communities, Lynn Walker Huntley, president of the Southern Education Foundation, notes,

In these days of complexity when we know that racism, poverty, and inequality remain features of life in the American South, and indeed the world, we may feel that we haven't the stamina, tools, platform, or muscle adequate to the task, and therefore cannot solve these deeply entrenched problems. But to my way of thinking, it is not a question of whether donors have the capacity or resources to solve problems, but rather whether we have *the will to make a contribution* to their resolution. It is not only through small and large contributions from diverse quarters on multiple fronts that the hydra of racism, poverty, and inequality can be tamed. No one person, institution or group can solve these problems. But together, we can ameliorate their consequences and over time effect fundamental change.¹⁴

The work before the Mid South region requires that the region's philanthropic leaders work together to effect fundamental change. Foundations cannot afford to operate in isolation when the demands and challenges they face are so significant. The region's foundations possess both the legitimacy and authority to convene leaders from the corporate, policy, and nonprofit sectors to discuss cross-sector solutions to issues ranging from educational reform to sustainable development to delivery of health and social services. These organizations also have the capacity – when they work collectively with other philanthropic and nonprofit organizations – to effect changes in public policy, raise public awareness, and stimulate public action on social issues.¹⁵



Residents in Leflore County, Mississippi, work with facilitators from the Study Circles Resource Center in an effort to improve their community by engaging in honest and frank discussions in race relations.

GIVEN THE POTENTIAL OF THE REGION'S PHILANTHROPY TO EFFECT SUSTAINED
FUNDAMENTAL CHANGE,
THE MEMBERS OF THE MID SOUTH COMMISSION TO BUILD PHILANTHROPY CALL
UPON THE REGION'S PHILANTHROPIC LEADERSHIP TO INVEST
SUFFICIENT AND SUSTAINED RESOURCES TO

PHILANTHROPY

ESTABLISH A MID SOUTH NETWORK OF GRANTMAKERS COMMITTED TO SHARED ACTION – NOT ONLY TALK AND REFLECTION – ON CRITICAL EQUITY ISSUES THAT CONFRONT THE MID SOUTH.

WE ENCOURAGE leaders of the region's philanthropic organizations to identify a small group of leaders from across the region who can work together to consider what it would take to establish a vibrant philanthropic network that could help promote a unified agenda for the Mid South over the next decade.

PARTNERSHIPS

CATALYZE PARTNERSHIPS AMONG THE REGION'S CORPORATE, NONPROFIT, AND PUBLIC SECTORS THAT AIM INTENTIONALLY TO INCREASE PHILANTHROPIC RESOURCES FOR SOCIAL JUSTICE.

If the communities of the Mid South are going to overcome the challenges posed by a changing economy, philanthropy must promote synergy among people of good will and vision who work in different sectors and control unique resources. Any effort to build assets and promote sustained, equitable economic development, for example, will require that nonprofit community development corporations, for-profit financial institutions, and policymakers work together. The days when people and organizations could work in their own silos, disconnected from leaders from other sectors, have passed.

WE ENCOURAGE the region's philanthropic organizations to use their leverage and influence to bring leaders together across the sectors to develop strategies for realizing the vision of the New Mid South. Community foundations are particularly well positioned to take the lead in forging these mutually beneficial partnerships, given their access to leaders in the three sectors and their commitment to promote the common good.

PUBLIC POLICY

INVEST SUFFICIENT AND SUSTAINED RESOURCES ENABLING A COALITION OF ORGANIZATIONS TO DEVELOP AND IMPLEMENT PUBLIC POLICY ALTERNATIVES THAT FOSTER EQUITABLE DEVELOPMENT.

WE ENCOURAGE the region's organized philanthropy to increase their investments in organizations that work to develop and implement equitable public policies. Just as sustained economic development cannot be achieved without participation of the three sectors, neither can this goal be realized without public policies that promote equity. Public policies that aim to end predatory lending and promote and encourage savings and asset building represent just two examples of changes in public policy that can support the vision of the New Mid South. The region needs more people and more organizations working strategically to make the connections between justice, equity, and public policy.



AN ACTION AGENDA: MAKING EQUITY A REALITY IN THE MID SOUTH

WE ISSUE OUR RECOMMENDATIONS IN THREE CATEGORIES: LEADERSHIP, RESOURCE MOBILIZATION, AND GIVING AND INVESTMENT. UNDER EACH CATEGORY, WE HAVE LISTED COMMUNITY STRATEGIES, SHORT-TERM REGIONAL ACTION, AND FIVE-YEAR REGIONAL GOALS.

- ▶ **COMMUNITY STRATEGIES** represent ideas that emerged from the commissioners' eighteen-month learning experience that we believe could be implemented in any community in the Mid South.
- ▶ In the **SHORT-TERM REGIONAL ACTION** section, we propose concrete actions that have a regional focus and that will require leadership from and participation of diverse philanthropic leaders from across the region. We believe that the resources exist for this work to be completed within the next twelve to eighteen months.
- ▶ Finally, the **FIVE-YEAR REGIONAL GOAL** section represents the Commission's best thinking about the short list of outcomes that FMS and its partners can be realistically expected to accomplish as the work of the Commission moves from vision to action.

ACTION AGENDA:

LEADERSHIP 3 3 3

COMMUNITY STRATEGIES

WE ENCOURAGE PHILANTHROPISTS FROM ACROSS THE MID SOUTH REGION TO

- 3** Develop strategies aimed at increasing the engagement and participation of the region's corporate leadership to promote private social investment and to serve as champions and advocates of philanthropy promoting racial, social, and economic equity.¹⁶
- 3** Invest in training, education, and networking opportunities for nonprofit and philanthropic leaders to develop their capacity to work strategically on public policy issues promoting equity.
- 3** Conduct a "talent search" in their local communities to identify the non-traditional philanthropists in their midst whose experiences, perspectives, and commitment have prepared them for board participation at foundations and grantmaking organizations, but whose names seldom appear in the rolodexes of current board members responsible for selecting their successors.
- 3** Create and support leadership development programs that aim to equip the next generation of young people – especially people of color – to serve on the governing boards and grant-making committees of the region's philanthropic and nonprofit organizations.
- 3** Invest in leadership development efforts that aim to identify and cultivate in groups of young people a critical awareness of the ideas central to the Commission's work: philanthropy, race, power, equity, and citizenship.

SHORT-TERM REGIONAL ACTION

TO TAKE THE VISION OF THE MID SOUTH COMMISSION TO BUILD PHILANTHROPY TO THE NEXT LEVEL, WE ENCOURAGE PHILANTHROPIC LEADERSHIP IN ARKANSAS, LOUISIANA, AND MISSISSIPPI TO

- 3** Provide resources for existing leadership programs from throughout the region to integrate analysis of racial, social, and economic equity into their curricula and action plans, with a focus both on the structural dimensions of inequality and the role of public policies in promoting or compromising equity.
- 3** Establish a year-long leadership program for board and staff members of the region's philanthropic organizations that aims to increase understanding of the forces that perpetuate racial, social, and economic inequity in the Mid South as well as the strategies that promote asset development and increased opportunity.
- 3** Commission a study of the region's philanthropic and nonprofit organizations to learn more about the composition of their boards, their practices for identifying and recruiting new members, and their plans for identifying and equipping younger people, particularly younger people of color, to assume positions of leadership both on the board and within the organization.¹⁷

FIVE-YEAR REGIONAL GOAL

AS A RESULT OF THE COMMISSION'S WORK, WE CHALLENGE THE REGION'S PHILANTHROPIC LEADERSHIP TO

- 3** Support the design and implementation of an initiative that seeks to identify, equip, and connect emerging and established leaders throughout the region who are committed to working on issues of race and equity. The five-year initiative would identify and train thirty leaders annually (ten from each state), with the aim of equipping 150 leaders during the first phase of the effort who can be long-term advocates for equity in the region as well as change agents in their communities.

ACTION AGENDA:

RESOURCE MOBILIZATION 3 3 3

COMMUNITY STRATEGIES

WE ENCOURAGE PHILANTHROPISTS FROM ACROSS THE MID SOUTH REGION TO

- 3 Work with nonprofit leaders, elected officials, and policy makers to develop legislation designed to stimulate philanthropic activity in the Mid South region.
- 3 Provide seed capital and technical assistance to promote the development of women's funds throughout the Mid South for the expressed purpose of mobilizing resources that target issues and problems that disproportionately affect women.
- 3 Work with community foundations throughout the region to "hear from" potential and current younger donors and donors of color about how these institutions can adapt their policies, practices, culture, and decision-making processes to serve as more attractive and responsive investment vehicles.
- 3 Stimulate efforts that aim to increase the amount of dollars invested by religious institutions in community development financial institutions and community organizations promoting economic equity and asset development.
- 3 Implement an "EVERYONE IS A PHILANTHROPIST" campaign in all three states that emphasizes the time, talent, and treasure dimensions of giving.

SHORT-TERM REGIONAL ACTION

TO TAKE THE VISION OF THE MID SOUTH COMMISSION TO BUILD PHILANTHROPY TO THE NEXT LEVEL, WE ENCOURAGE PHILANTHROPIC LEADERSHIP IN ARKANSAS, LOUISIANA, AND MISSISSIPPI TO

- 3 Establish an advisory group of philanthropists and community leaders from throughout the region responsible for adapting the methodology and framework of the South African “Building Community Philanthropy” project for the Mid South. The group would be responsible for securing funds to implement the study, as well as for convening funders to discuss the implications of the study’s findings for how philanthropy invests in local communities throughout the region.
- 3 Secure resources to conduct the Intergenerational Transfer of Wealth Analysis, providing community and regional foundations from throughout the region with critical data to inform and shape their resource mobilization strategies.¹⁸
- 3 Provide resources to community-based leaders throughout the Mid South to implement the Philanthropy Index initiative in their local communities, with the aim of increasing the amount of locally-controlled resources that can be invested to support people and organizations committed to promoting equity.¹⁹

FIVE-YEAR REGIONAL GOAL

AS A RESULT OF THE COMMISSION’S WORK, WE CHALLENGE THE REGION’S PHILANTHROPIC LEADERSHIP TO

- 3 Develop a formal structure that increases the number of diverse donors (both from within the region and from outside) who make investments in organizations and communities in the region – particularly rural areas – that are working to promote equity. The diversity of donors served by this formal structure would include the full range of people and communities possessing time, talent, and treasure to contribute to the region’s development – young professionals, expatriates, religious organizations, established donors, African American donors and other people of color, and corporations and small businesses.

ACTION AGENDA:

GIVING AND INVESTMENT 3 3 3

COMMUNITY STRATEGIES

WE ENCOURAGE PHILANTHROPISTS FROM ACROSS THE MID SOUTH REGION TO

- 3 Provide resources (financial, technical assistance) to communities throughout the Mid South to replicate the learning and engagement process of the Mid South Commission to Build Philanthropy, bringing together established and emerging leaders across racial, class, and geographic lines to develop action plans for working collaboratively on equity issues in their communities.
- 3 Develop and use simple, accessible, and transparent grantmaking processes that target asset building concepts, while also enabling organizations to respond to the charitable needs of the region's citizens.
- 3 Provide financial resources to support efforts that seek to
 - ▶ promote self-sustainability and entrepreneurship;
 - ▶ build the capacity of community-based organizations that have limited access to financial resources and less diversified revenue streams than larger intermediary organizations;
 - ▶ support the research, public policy, and watchdog functions of civil society and nonprofit organizations working to promote equity;
 - ▶ encourage people in communities to work across racial and economic lines to care for one another and promote the well-being and health of the local community;
 - ▶ build the educational, financial, social, and cultural assets of children and families living in poverty;
 - ▶ support asset-based strategies such as land acquisition, affordable housing development, and sustainable community development efforts for low-wealth people and communities; and
 - ▶ increase board and staff diversity of the region's nonprofit organizations, public charities, and foundations.

- 3 Provide core operating support and resources for evaluation, communications, and staff development and training to organizations working to promote racial, social, and economic equity.
- 3 Increase support for emerging community-based nonprofits working to promote equity and to build assets of low-wealth people and families.
- 3 Invest in people, communities, and organizations committed to building on the capacities and strengths of people, rather than on their limitations.

SHORT-TERM REGIONAL ACTION

TO TAKE THE VISION OF THE MID SOUTH COMMISSION TO BUILD PHILANTHROPY TO THE NEXT LEVEL, WE ENCOURAGE PHILANTHROPIC LEADERSHIP IN ARKANSAS, LOUISIANA, AND MISSISSIPPI TO

- 3 Prepare a comprehensive inventory of philanthropy in the Mid South that provides a snapshot of the region's grantmaking in the past several years. Such an analysis would help establish a baseline of philanthropic dollars currently invested to promote racial, social, and economic equity.
- 3 Develop an accessible report that concisely articulates how federal, state, and local policies impact the lives of low-wealth people in the Mid South on a select number of critical issues related to the vision of the Mid South Commission to Build Philanthropy (e.g., affordable housing, asset development, access to health care, juvenile justice, voting rights).
- 3 Develop a tool that foundations throughout the region can use to inform how these organizations invest their human and financial resources to promote racial, social, and economic equity.²⁰

FIVE-YEAR REGIONAL GOAL

AS A RESULT OF THE COMMISSION'S WORK, WE CHALLENGE THE REGION'S PHILANTHROPIC LEADERSHIP TO

- 3 Increase the total philanthropic dollars invested by all foundations located within the Mid South (e.g., family, private, community, and corporate) to promote racial, social, and economic equity by 300 percent.

A FINAL NOTE: WHAT THIS EXPERIENCE HAS MEANT

As we bring the work of the Commission to a close, we call upon all Mid Southerners – but particularly those entrusted with the region’s philanthropic resources – to ask the question **“What would it look like if my organization and my community were committed to promoting racial, social, and economic equity?”** While the seeming enormity of the question might cause some to take a step back and stay on safer ground, we hope this will not be the case.


The Mid South Commission to Build Philanthropy serves as proof that the region’s people – when we embrace the risk of working across traditional boundaries of race, class, gender, geography, and perspective and when we take time to listen attentively to people whose vantage points and experiences differ from ours – can make important progress in forging the relationships of trust and respect that will be critical to the future of the New Mid South. When we take the time to get to know one another as people – going beyond the comfort zones of stereotypes and preconceived expectations – we will find that what we hold in common is far greater and more significant than what divides us.

Following the Commission’s third meeting in Greenwood, Mississippi, we were introduced to the wisdom and insights of the African American scholar, public intellectual, and philosopher Cornel West:


Hope is not the same as optimism. Optimism adopts the role of the spectator who surveys the evidence in order to infer that things are going to get better. Yet we know that the evidence does not look good.... Hope enacts the stance of the participant who actively struggles against the evidence in order to change the deadly tides of wealth inequality, group xenophobia, and personal despair. Only a new vision, courage, and hope can keep us sane and preserve the decency and dignity requisite to revitalize our organizational energy for the work to be done. To live is to wrestle with despair yet never to allow despair to have the last word.

WE ISSUE A CHALLENGE to the people of the region to “enact the stance of the participant” in the struggle against racism, wealth inequality, and the persistent inequities that for far too long have compromised our individual and collective lives as Mid Southerners. While we make no promises of easy victory or quick success, we can say – speaking from personal experience – that the act of participation alone signifies and generates hope.

This is the call to our generation – the generation that will define the future of the American Mid South: to work together to effect fundamental change, to make equity a concrete reality, not just a word in the dictionary, and to not allow despair to have the final word. This is the opportunity for our generation, when “the longed for tidal wave of justice can rise up, and hope and history rhyme.”



**WE ASSERT THAT THE TIME HAS COME
FOR THE LEADERS OF THE REGION TO
TRANSFORM OUR POTENTIAL AND
PROMISE INTO REALITY. INDEED, THE
TIME HAS COME FOR PEOPLE OF COUR-
AGE AND VISION TO TAKE
STRATEGIC, RESPONSIBLE, AND
SUSTAINED ACTION AND TO MAKE
RACIAL, SOCIAL, AND ECONOMIC EQUITY
THE HALLMARK OF THE NEW MID SOUTH.**



- ¹ MDC, Inc. The State of the South 2004 (Chapel Hill, North Carolina, May 2004), p. 31.
- ² MDC, Inc. The State of the South 2004 (Chapel Hill, North Carolina, May 2004), p. 38.
- ³ CFED, State Asset Development Report Card (Washington, DC, 2002), p. 86. The mean net worth measure is determined by dividing the mean net worth of white-headed households by the mean net worth of non-white-headed households (expressed in 1996 dollars).
- ⁴ The median annual earnings are based on data from Census 2000 and include data on full-time, year-round workers. The earnings are presented in 2003 dollars. Eight states, including Idaho, Maine, Montana, New Hampshire, North Dakota, South Dakota, Vermont, and Wyoming, are not ranked in IWRP's ranking for median annual earnings of African American women. To learn more about this report, see <www.iwpr.org>.
- ⁵ James L. Heft, S.M., "The Courage to Lead," in Catholic Education: A Journal of Inquiry and Practice (Vol. 7, No. 3, March 2004), p. 298.
- ⁶ See <www.efc.be/projects/philanthropy/> for more information about the European Foundation Centre's Community Philanthropy Initiative.
- ⁷ Paul Ylvisaker, "Small Can Be Effective," in Conscience and Community: The Legacy of Paul Ylvisaker, edited by Virginia M. Esposito (New York: Peter Lang Publishing, 1999), p. 365.
- ⁸ Emmett Carson, "Letter from the President," in The Minneapolis Foundation: 1995-96 Annual Report, p. 5.
- ⁹ Susan Berresford, "Public Obligation of Foundations," delivered April 19, 2004, at Stanford University. A full copy of Berresford's remarks is available at <www.fordfound.org/news>.
- ¹⁰ Elizabeth M. Lynn and D. Susan Wisely, "Toward a Fourth Philanthropic Response: American Philanthropy and Its Public," in The Perfect Gift: The Philanthropic Imagination in Poetry and Prose, edited by Amy A. Kass (Bloomington, IN: Indiana University Press, 2002), pp. 104-5.
- ¹¹ To learn more about GIFE and its strategies for stimulating corporate philanthropy and private social investment in Brazil, see <www.gife.org.br>. Readers interested in learning more about the role of corporations and businesses to build community wealth and promote equity in the United States might be interested in reviewing white papers on corporate social responsibility, philanthropy, and philanthropic investments in community economic development prepared by Business for Social Responsibility <www.bsr.org>, as well as Win Win (a Ford Foundation publication that highlights investments by corporations in low-income communities).
- ¹² Building Assets to Reduce Poverty and Injustice (Ford Foundation, 2002).
- ¹³ Ambassador James A. Joseph, "Philanthropy and the Mid South: The Changing Civic Culture," delivered December 1, 2000, at Mid South Leadership Day. People interested in reviewing the full text of Ambassador Joseph's remarks should contact the communications office at the Foundation for the Mid South.
- ¹⁴ Lynn Walker Huntley in Investing in our Future: A Southern Perspective (Jessie Ball duPont Fund, 1998), pp. 7-8.
- ¹⁵ The Florida Philanthropic Network represents one example of how foundations have come together to share resources and to strengthen the common good.

¹⁶ In Brazil, GIFE has employed diverse strategies to promote private social investment that include (1) using relationships with journalists and media to “tell individual stories” about corporate leaders and businesses that have pursued private social investment strategies; (2) networking businesses and creating forums for corporate leaders ranging from Chambers of Commerce to family-owned businesses to larger corporations to learn about private social investment (e.g., National Conference on Private Social Investment); and (3) providing consulting services to businesses and corporations interested in developing private social investment strategies.

¹⁷ The 2002 study The Meaning and Impact of Board and Staff Diversity in the Philanthropic Field, released by the Joint Affinity Groups of the Council of Foundations, examines the board and staff composition of a sample of U.S. foundations, but does not present regional or state-level data.

¹⁸ To learn more about the Intergenerational Transfer of Wealth Analysis, see especially the County-Based Transfer of Wealth Analysis implemented by the Nebraska Community Foundation <www.nebcommfound.org> and the research efforts of the Center on Wealth and Philanthropy at Boston College <www.bc.edu/research/swri>.

¹⁹ To learn more about the Philanthropy Index for Small Towns and Rural Areas of the South, see <www.philanthropyindex.org>, <www.srdi.org>, and <www.secf.org>. Readers interested in strategies to build philanthropic resources in rural communities might want to learn more about the efforts of the National Rural Funders Collaborative <www.nrfc.org> and the Montana Community Foundation (e.g., Montana Philanthropy Initiative).

²⁰ Products and resources developed by organizations including the Aspen Institute Roundtable on Community Change (e.g., Structural Racism and Youth Development Issues, Challenges, and Implications), Chicago Women and Philanthropy (e.g., the Gender Lens Scorecard), and Rainbow Research (e.g., Improving Race Relations and Undoing Racism: Roles and Strategies for Community Foundations) could serve as starting points for foundations interested in developing such a tool.

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WORKSHEET:

Q: WHICH RECOMMENDATIONS WILL BE MOST EFFECTIVE IN GROWING PHILANTHROPY IN THE MID SOUTH?

Q: WHAT CHANGE(S) DO WE, AS PHILANTHROPISTS, HOPE TO EFFECT IN OUR GRANTMAKING?

Q: HOW DO THE WAYS IN WHICH WE MAKE GRANTS AND WORK WITH ORGANIZATIONS AND PEOPLE PROMOTE CITIZENSHIP, SOCIAL INCLUSION, AND ACCOUNTABILITY ON ONE HAND AND FOSTER DEPENDENCY AND PERPETUATION OF THE *STATUS QUO* ON THE OTHER?

WORKSHEET:

Q: WHAT WOULD MY COMMUNITY LOOK LIKE IF MY ORGANIZATION WAS COMMITTED TO PROMOTING RACIAL, SOCIAL, AND ECONOMIC EQUITY?

Q: WHICH RECOMMENDATIONS IN THIS REPORT WILL BE MOST EFFECTIVE IN ADDRESSING RACIAL AND SOCIAL EQUITY IN MY COMMUNITY?

Q: WHAT CAN WE, AS PHILANTHROPIC LEADERS IN THE MID SOUTH, DO COLLECTIVELY TO HAVE THE GREATEST IMPACT ON ISSUES OF RACIAL AND SOCIAL EQUITY?

WORKSHEET:

Q: WHAT ARE THE ISSUES INVOLVING RACIAL AND SOCIAL EQUITY FACING MY COMMUNITY?

1.

2.

3.

4.

Q: WHO ARE THE POTENTIAL PARTNERS I MIGHT INCLUDE TO PROMOTE RACIAL, SOCIAL, AND ECONOMIC EQUITY IN MY COMMUNITY?

1.

2.

3.

4.

Q: WHAT ARE THE NEXT STEPS THAT MY ORGANIZATION, OR THE FOUNDATION FOR THE MID SOUTH, CAN TAKE TO EFFECT CHANGE IN PHILANTHROPY AS WELL AS PROMOTE RACIAL AND SOCIAL EQUITY IN THE MID SOUTH?

1.

2.

3.

4.